Practical Supervisory Tips for Operations Project Managers

OPM PROSPECT Course
21-25 July 2008

Real World Supervisory and Leadership Issues

- Modeling Army Values
- Management vs. Leadership
- Level V Leadership
- Situational Leadership
- Communications
- Building Teams
- Conflict Resolution
- Performance Appraisals

Modeling Army Values

Loyalty – Speak well of the Corps

Duty – Respond when called

Respect – Value your teammates

Selfless service – Humility

Honor – Be worthy of honor

Integrity – Always be the same

Personal courage – Speak up

Management vs. Leadership

◆ Managers
- Resource focus
- Efficiency focus
- Deal with "Things"
- Do things right
- Technical proficiency
- Tactical

◆ Leaders
- Personal focus
- Motivational focus
- Deal with People
- Do the right thing
- Values model
- Strategic

Level 5 Leadership

Level 5 Level 5 Executive
Builds enduring greatness through a paradoxical blend of personal humility and professional will

Level 4 Effective Leader
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

Level 3 Competent Manager
Organizes people and resources toward the objective and efficient pursuit of predetermined objectives
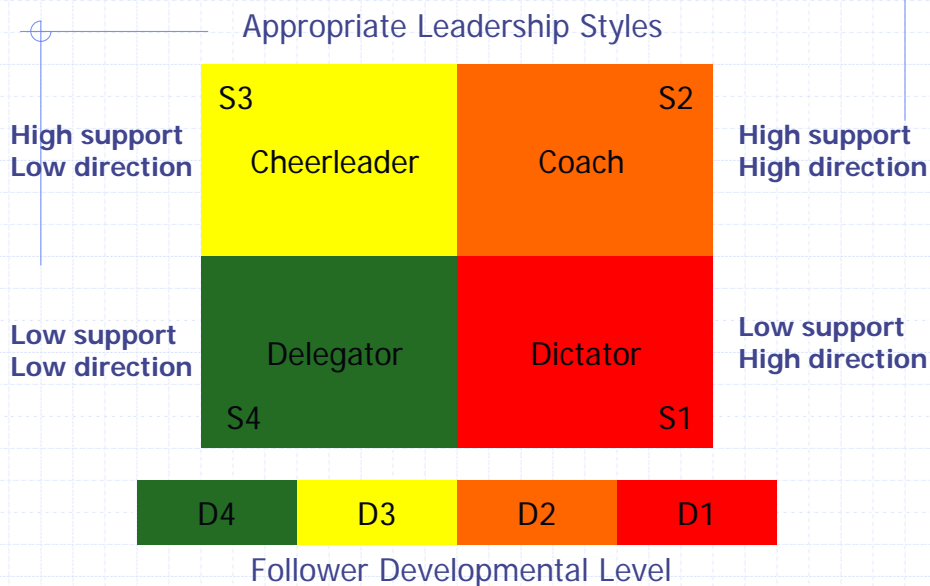
Level 2 Contributing Team Member
Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

Level 1 Highly Capable Individual
Makes productive contributions through talent, knowledge, skills, and good work habits

* From "*Good to Great*" by Jim Collins

Situational Leadership

Appropriate Leadership Styles

	High support Low direction	S3 Cheerleader	S2 Coach	High support High direction
	Low support Low direction	Delegator S4	Dictator S1	Low support High direction

| D4	D3	D2	D1

Follower Developmental Level

3

Situational Leadership

◆ Is your natural style best in every situation? If not, what happens when you apply it all the time?

◆ What styles are needed in these situations?
- **New employees**
- **New technology**
- **Poorly motivated workers**
- **Changed missions**
- **Seasoned veterans**

The Importance of Communication

◆ Information is the life blood of any organization

◆ When communication breaks down – the rumor mill kicks in

◆ Communication model

Communications Model

◆The Johari Window

What the leader knows

Arena	Facade
Blind spot	Unknown

What Others know
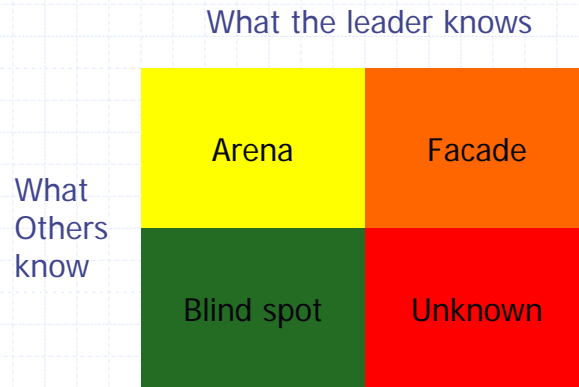
Communications Tips

◆How can we increase the "arena"?

◆Effective communication means less talking and more LISTENING

- Active listening techniques

◆Meeting rules

- Agenda, time limits, meeting mgmt., etc.

◆Brainstorming – Use it as a problem solving technique
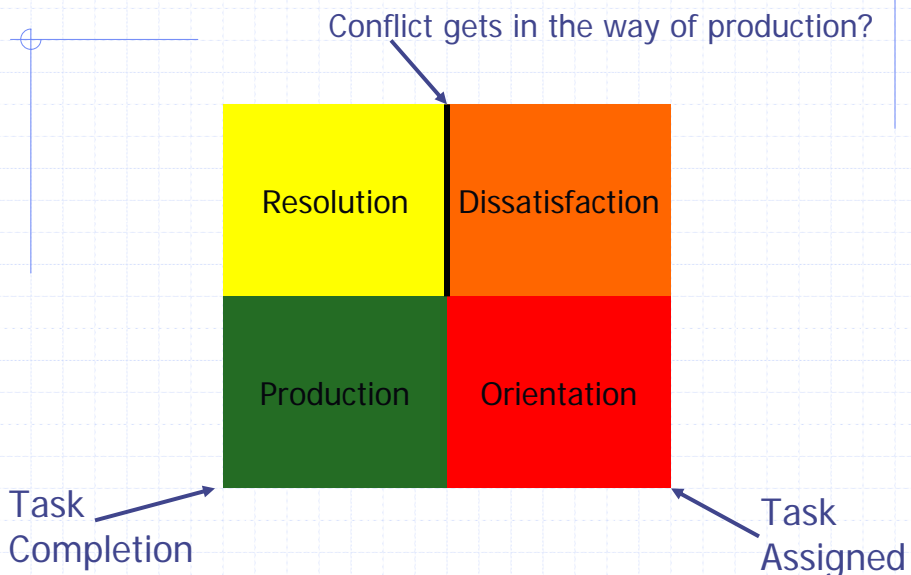
Building the Team

(You can't lead a team until you build it)

Group Development Model

Phases of Group Development

- Forming (orientation)
- Storming (dissatisfaction)
- Norming (resolution)
- Performing (production)

Group Development Model

Conflict gets in the way of production?

Resolution	Dissatisfaction
Production	Orientation

Task Completion

Task Assigned

Teambuilding Techniques

Very important in a PMBP organization!
- Where and how to facilitate?
- Assign roles and rules
- How will conflict be resolved?
- How will decisions be made?
- Does the mission need defined?
- Who are customers/stakeholders?
- What do they need/expect?
- How is success measured?

Conflict Resolution

- Conflict is neither good nor bad, it's how you handle it that makes the difference
- It gets no better with age
- If your natural style is to avoid conflict, your organization is in trouble
- Many dysfunctional organizations are such because of the leader's unwillingness to address conflict

Components of an Effective Counseling Session

- Why do we discuss counseling after conflict?
- Preparation (the most important)
- Opening
- Documentation
- Staying Focused on the Issues
- Getting Commitment for Improvement
- Review
- Follow-up Plan

Performance Evaluation

- Communications is a must
- Consistency is imperative
- Success-based (not failure-based)
- Timeliness and Compliance w/ Regs
- Performance and Values
- **Be prepared for NSPS**

Performance Evaluation

- Most have now moved to NSPS

- Process steps

- If still in TAPES use the standards on page 2 of form

- Communication between rater and ratee is key

- Collaborate on goals and objectives

- Follow rules and timeframes to avoid grievances

- How to address failure

- Consistency across your organization is important

- If your organization has effectively used TAPES, NSPS will be easier

TAPES Standards

Written to describe success (not excellence)

Senior system
- Technical competence
- Innovation/initiative
- Responsibility/accountability
- Working relationships
- Communication
- Organizational management & leadership*
- EEO/Affirmative Action*

Base system
- Technical competence
- Adaptability/initiative
- Working relationships/communication
- Responsibility/dependability
- Supervision/leadership*
- EEO/Affirmative Action*

NSPS – Objectives and Contributing Factors

- Objectives – the what in performance
  - Worked together – supervisor and employee
  - Consistent or developed for individual?
  - How many objectives?
  - Met vs Exceed
- Contributing Factors – the how
  - Understand them – they impact rating!!
  - Should be for the objective, not the person
  - How many contributing factors?
  - Met vs Exceed

Communication

- **Assure at least mandated meetings (initial, mid-year, and final), preferably more**

- **Don't wait when performance is sub-standard**

- **Develop appropriate documentation**

- **Use formal counseling sessions and schedule follow-up**

- **Face-to-face preferred but other methods acceptable in certain situations**

Addressing Problems

- Address any needs for improvement or failures immediately
- Documentation important
- Informal PIPs can be used
- Formal PIPs
- Provide help
    - Coaching, counseling, training, etc.
- Timeframes for improvement
- Failed PIPs

Consistency

- We must be accurate as well as consistent
- Can no longer "carry" poor performers
- Raters must be consistent
- Organizational consistency comes from senior raters
- Helps when people compete with others for a job
- Absolutely necessary under NSPS

Awards

◆ Awards are Earned not Given
◆ Must be provided as close to the act that earned it as possible
◆ Two Categories – Cash and Honorary
◆ Lots of sources-
  ▪ Corps (district, division, HQ)
  ▪ Army/Defense
  ▪ Other Federal (FEB)
  ▪ Non-Federal
  ▪ Others

Discipline

◆ Just like awards, Discipline is Earned not Given
◆ Just like awards, it must be effected ASAP after it's earned (DON'T WAIT)
◆ Conduct vs. Performance
  ▪ More of a blend in NSPS
◆ Progressive in nature (instances do not have to be similar)
◆ Call for advice from the experts **early**
  ▪ CPAC
  ▪ OC

What sort of leader will I be remembered as?

- Ethical? – Modeling values
- Positive? – Building others up
- Humble? – Caring less about me
- Visionary? – Preparing for the future
- Caring? – Considering others needs
- Effective? – Leading toward excellence
- One that people wanted to work for?

Questions?